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Understanding The Impact of Mentorship, Marketing Skills, And Personality Traits on Career Readiness Of Gen Z Apprentices

ABSTRACT

This study explores the effects of mentorship, marketing skills, and personality traits on the career readiness of Generation Z interns in Indonesia. As organizations face rapid market evolutions, understanding how these factors influence early career success becomes essential. This research addresses the gap in quantitative evidence linking these variables with career outcomes in the Indonesian context. A quantitative survey was conducted among 19–34-year-old Gen Z interns across various industries, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that mentorship, marketing skills, and personality traits significantly predict career readiness both individually and collectively. These findings suggest that educational institutions and business organizations should enhance their training programs to better prepare young professionals for the competitive job market, emphasizing the development of essential marketing skills and positive personality traits alongside robust mentorship. This study contributes to the literature by highlighting specific employability factors critical for Generation Z, offering insights into stakeholders involved in career development and talent management.

Keywords: Mentorship, Marketing Skills, Personality Traits, Career Readiness, Generation Z.

INTRODUCTION

In the rapidly evolving business landscape of Indonesia, the importance of adept marketing professionals cannot be overstated. The swift pace of digital transformation and the emergence of new consumer behaviors compel companies to increasingly rely on robust marketing strategies to secure a competitive advantage (Suryani et al., 2021). According to the Indonesian Marketing Association report (IMA), there is a heightened demand for skilled marketing professionals, prompted by a growing emphasis on customer-centric approaches and innovative marketing tactics. This trend underscores the pivotal role of marketing expertise in driving business growth and market penetration in Indonesia (IMA, 2023).

Furthermore, the COVID-19 pandemic has underscored the critical importance of marketing agility and adaptability in navigating volatile market conditions. Research

conducted by Cioppi et al. (2023) emphasizes the significant role of marketing professionals in spearheading digital transformation initiatives and leveraging new technologies to maintain market relevance and resilience. As companies across various sectors increasingly shift to online platforms and digital marketing channels, the demand for marketers with specialized skills in data analytics, social media marketing, and content creation has seen a significant surge.

Mentorship

Mentorship has been widely acknowledged as a crucial element in career development, particularly within the marketing profession. Studies by Fauzi (2023) have highlighted the substantial positive impact of mentorship on various career outcomes, including job satisfaction, career advancement, and organizational commitment. In the realm of marketing, mentorship programs are instrumental in facilitating the transfer of knowledge, honing of skills, and socialization processes among novices, ultimately aiding in their professional growth and preparing them for leadership roles (Dziczkowski, 2013). Moreover, mentors provide invaluable guidance, feedback, and networking opportunities, aiding aspiring marketers in navigating the industry's complexities and forging significant professional relationships.

Marketing Skills

The acquisition of pertinent marketing skills is vital for success within the dynamic and competitive sphere of the marketing profession. Mentorship programs have proven effective in enhancing participants' marketing skills, facilitating knowledge transfer, and fostering a deeper understanding of market dynamics. These elements collectively bolster professional readiness in the ever-changing marketing world (Emiliasari et al., 2020). Moreover, the ability to adeptly utilize new technologies and adapt to evolving consumer preferences is indispensable for maintaining competitiveness in the rapidly shifting marketplace. Digital transformation in marketing practices forces professionals to constantly update their skill sets to meet industry demands and capitalize on emerging opportunities in the digital age (Gillpatrick, 2019). These skills, when combined with the knowledge gained from the mentoring program, help improve their readiness and competitiveness in the fast-paced world of marketing.

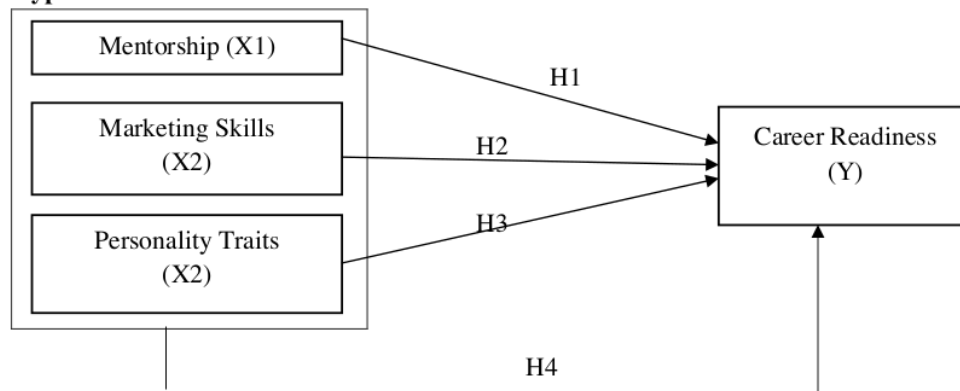
Personality Traits

Personality traits significantly influence individuals' behaviors, attitudes, and preferences, thereby affecting their suitability for various career paths. Research by Kuciel (2020) suggests that traits such as extraversion, conscientiousness, and openness to experience are particularly pertinent for success in marketing roles. For instance, extroverted individuals often excel in customer-facing roles and networking activities, while conscientious individuals typically exhibit meticulous attention to detail and superior task performance. Furthermore, creativity and innovation are essential for thriving in marketing, making traits such as openness to experience and sociability invaluable for professionals aiming to devise novel ideas and solutions.

Career Readiness

Career readiness is an important aspect in facing the challenges of the ever-changing world of work, especially in marketing. Research by Rossier et al. (2017) highlighted several dimensions of career readiness, such as self-efficacy, career planning, and adaptability, which are necessary to cope with the complexity of the modern job market. In addition, Johnson et al. (2023) emphasized the importance of a combination of soft and hard skills for marketing students to compete effectively. Career readiness is not just about having technical skills, but also includes confidence and a proactive attitude in achieving professional goals. This suggests that holistic personal and professional development is essential in preparing individuals to enter the workforce.

Hypothesis Formulation and Research Method



Hypothesis Formulation:

H1 = Mentorship has a significant effect on the career readiness of Gen Z interns.

Wrong Article (ETS)

H2 = Marketing skills have a significant effect on the career readiness of Gen Z apprentices.
H3 = Personality traits have a significant effect on the career readiness of Gen Z apprentices.
H4 = Mentorship, marketing skills and personality traits have a significant effect on the career readiness of Gen Z apprentices.

METHOD

Survey research is a method used to solve a problem that has been previously known or observed. Survey research itself can be done by taking scientific samples or questionnaires to measure a population. This study employs a quantitative research design supplemented by survey to thoroughly explore the impacts of mentorship, marketing skills, and personality traits on the career readiness of Gen Z marketing interns in Indonesia. The population of interest comprises Generation Z individuals currently studying in Indonesia who are currently undertake internships in 2024, with an age range of 19-34 years. This research adopted a nonprobability sampling approach, specifically purposive sampling, to select respondents who can provide in-depth knowledge on the issues pertinent to this study (Berndt, 2020).

PLS-SEM is a multivariate method that combines elements of component analysis and regression, allowing the examination of correlations between latent variables and measured variables simultaneously (Hair et al., 2019). The use of PLS-SEM in this study allows researchers to examine data that is not normally distributed with a small sample size (Hair et al., 2019).

This study also employs bootstrap confidence intervals to verify whether the construct reliability surpasses the minimum acceptable level. The Bias-Correction and Acceleration (BCa) method, used as the default bootstrapping technique, is particularly effective for datasets with non-normal distributions, characterized by peaks and slopes. The BCa method adjusts the confidence intervals to accommodate the skewness of the data distribution, ensuring more precise reliability assessments (Hair et al., 2019).

RESULTS AND DISCUSSION

In this study, a comprehensive validity test was conducted on the questionnaire to ensure that each item accurately measures the intended constructs. This test involved 400 participants, aimed at identifying and eliminating any questions that did not reliably represent the variables under study. The process utilized item analysis techniques to evaluate the consistency and relevance of each question in relation to the constructions being measured (Taherdoost, 2016). The objective was to refine the questionnaire, thereby enhancing its precision and effectiveness as a measurement tool for the variables of interest (Hair et al., 2019). This meticulous validation ensures that the final instrument is both effective and accurate, contributing significantly to the reliability of the study's outcomes.

Table 1. Validity Test Results

Variable	Code	R _{table}	R _{count}	Status
Mentorship (X1)	P1	0.098	0.753	Valid
	P2	0.098	0.335	Valid
	P3	0.098	0.599	Valid
	P4	0.098	0.580	Valid
	P5	0.098	0.709	Valid
	P6	0.098	0.782	Valid
Marketing Skills (X2)	KP1	0.098	0.739	Valid
	KP2	0.098	0.703	Valid
	KP3	0.098	0.738	Valid
	KP4	0.098	0.691	Valid
	KP5	0.098	0.701	Valid
Personality Traits (X3)	CCK1	0.098	0.506	Valid
	CCK2	0.098	0.678	Valid

	CCK3	0.098	0.667	Valid
	CCK4	0.098	0.740	Valid
	CCK5	0.098	0.726	Valid
Career Readiness (Y)	KK1	0.098	0.675	Valid
	KK2	0.098	0.620	Valid
	KK3	0.098	0.662	Valid
	KK4	0.098	0.660	Valid
	KK5	0.098	0.682	Valid
	KK6	0.098	0.694	Valid

Source: Data Processing, 2024

In this study, statistical validation methods were employed to evaluate the reliability of the questionnaire items. If the R-count value exceeds the R-table value, the item is considered valid, indicating it measures what it is intended to measure accurately. Conversely, if the R-count value is equal to or less than the R-table value, the item is deemed invalid, suggesting it cannot reliably measure the designated variable. This research involved 400 participants with a critical R-table value of 0.098. Using SPSS 26 for analysis, all variables and questions within the questionnaire surpassed this threshold, establishing their validity and affirming the questionnaire as a reliable tool for accurately capturing the study variables.

In this research, the questionnaire underwent a rigorous validity and reliability test involving 400 participants using the pre-test method. This approach was designed to identify and remove any invalid questions, thereby enhancing the questionnaire's ability to accurately represent the study variables (Setiawan & Purnamasari, 2021). Such thorough validation ensures that the final questionnaire is both effective and precise, making it a reliable tool for measuring the specified variables. Achieving a high Cronbach's Alpha value confirms that the questionnaire can provide consistent results across various administrations, thereby

making it a valuable tool for capturing and analyzing the variables of interest with a high degree of reliability.

1
Table 2. Reliability Test Results

Variable	Item	Cronbach's Alpha	Status
Mentorship (X1)	6	0.707	Reliable
Marketing Skills (X2)	5	0.760	Reliable
Personality Traits (X3)	4	0.748	Reliable
Career Readiness (Y)	6	0.748	Reliable

Source: Data Processing, 2024

1
Based on the results of the validity and reliability assessments conducted in this study, the majority of the Cronbach's Alpha values for the research data fall within the range of 0.700. This indicates a fairly good level of internal consistency among the questionnaire items. In the context of this research, Cronbach's Alpha value is deemed adequate, suggesting that the measurement instrument is both valid and reliable for assessing the variables under study. Consequently, the data gathered from this questionnaire is considered trustworthy and can be utilized for further analysis with a high degree of precision.

The results from the questionnaire also provide insights into respondents' perceptions of various variables, including both independent variables such as Mentorship, Marketing Skills, and Personality Traits, and the dependent variable, Career Readiness. These independent variables are critical in understanding their impact on the career readiness of apprentices, the study's main dependent variable. According to Hastuti and Putra (2023), mentorship plays a pivotal role as it offers essential support and guidance, which are crucial for interns' career preparation. This underscores the importance of effectively designed mentorship programs in enhancing career readiness among young professionals.

Marketing Skills are crucial in shaping an apprentice's career readiness, as these abilities significantly influence their capacity to effectively enter and operate within the job market (Nugroho, 2022). Additionally, Personality Traits play a pivotal role in career

development by affecting how individuals navigate various challenges and opportunities within their professional environments (Pratama, 2021). Both sets of skills and traits are integral to preparing apprentices for successful careers, as they directly impact their adaptability and competence in dynamic work settings.

Table 3. Likert Scale Assessment Range

² Status	Value	Range
Strongly disagree	1	1.00 – 1.80
Disagree	2	1.81 – 2.60
Neutral	3	2.61 – 3.40
Agree	4	3.41 – 4.20
Strongly Agree	5	3.42 – 5.00

Source: Data Processing, 2024

Table 4. Descriptive Analysis

Indicator	Average	Standard Deviation	Status
P1	4.18	0.831	Agree
P2	4.35	0.656	Strongly Agree
P3	²² 4.34	0.696	Strongly Agree
P4	4.22	0.743	Strongly Agree
P5	4.11	0.844	Agree
P6	4.14	0.857	Agree
Average P	4.22	0.771	Strongly Agree
KP1	4.20	0.733	Agree

KP2	4.15	0.753	Agree
KP3	4.14	0.816	Agree
KP4	4.15	0.753	Agree
KP5	4.23	0.777	Strongly Agree
Average KP	4.17	0.766	Agree
CCK1	3.93	1.097	Agree
CCK2	4.23	0.829	Strongly Agree
CCK3	4.09	0.827	Agree
CCK4	4.02	0.846	Agree
CCK5	4.13	0.901	Agree
Average CCK	4.08	0.900	Agree
KK1	4.23	0.701	Strongly Agree
KK2	4.19	0.741	Agree
KK3	4.39	0.727	Strongly Agree
KK4	4.27	0.735	Strongly Agree
KK5	4.31	0.717	Strongly Agree
KK6	4.27	0.703	Strongly Agree
Average KK	4.27	0.720	Strongly Agree

Source: Data Processing, 2024

The results in the test above show that the average assessment for Mentoring is 4.22 with the status of “Strongly Agree”, Marketing Skills of 4.17 with the status of “Agree”, Personality Traits of 4.08 with the status of “Agree”, and Career Readiness of 4.27 with the status of “Strongly Agree”. Where respondents recognize that mentoring has a significant

influence on their career readiness, with marketing skills and personality traits also playing an important role in preparing for a career. It can be concluded that on average respondents strongly agree that mentoring and career readiness are the most important aspects, with marketing skills and personality traits also considered important but with a slightly lower level of agreement.

The classical assumption test in linear regression analysis is conducted to evaluate whether the regression model used meets the necessary conditions in order to produce valid estimates. These tests include checks for normality, heteroscedasticity, multicollinearity, and autocorrelation (Nugroho & Sari, 2023), (Hatem et al., 2022) Normality tests whether the distribution of residuals from the regression model follows a normal distribution, which is important for ensuring the validity of statistical inference. Through these classical assumption tests, this study ensures that the regression model used not only fits the data at hand but can also provide reliable results for decision making. Scrutiny of these assumptions is essential to ensure that the conclusions drawn from the linear regression model are valid and accurate (Sari & Nugroho, 2022).

Table 5. Multicollinearity Test

Collinearity Statistics		
Model	Tolerance	VIF
Mentorship (X1)	0.453	2.207
Marketing Skills (X2)	0.416	2.402
Personality Traits (X3)	0.604	1.655

Source: Data Processing, 2024

Based on table 5, the analysis results show that the multiple regression model used passed the collinearity test. Each variable in this model has a tolerance value above 0.20 and a VIF value below 5, indicating that there is no multicollinearity problem. For example, the mentoring variable has a tolerance value of 0.453 which is greater than 0.20 and a VIF value of 2.205 which is less than 5. Similarly, the marketing skills variable shows a tolerance value of 0.416 and a VIF value of 2.402, and the personality traits variable has a tolerance value of

0.604 and a VIF of 1.655. From this it can be concluded that the data used in this model is free from multicollinearity, so that ¹the results of the regression analysis can be considered more reliable.

¹This study applied multiple regression methods to analyze the data. ¹³Multiple regression is a statistical technique used to understand the relationship between one dependent variable and several independent variables. However, in large data samples, this model is susceptible to the influence of disturbances in the data, which can cause the prediction results to be less accurate and unreliable (Setiawan and Haryanto, 2024).

One of the main challenges in using multiple regression on large data is the influence of outliers and extreme values. Outliers can significantly affect the regression parameter estimates, causing the model to become unstable and the prediction results to be less reliable (Pratama & Wijaya, 2023). In addition, the presence of multicollinearity, i.e. high correlation between independent variables, can cause instability in the estimation of regression coefficients, making interpretation of the results more difficult (Kurniawan, 2021).

To address these issues, it is important to apply effective data pre-processing techniques, such as outlier detection and handling and correction for multicollinearity before applying multiple regression models (Nugroho & Sari, 2023). This approach helps to ensure that the regression models used provide more accurate and reliable results and improves the quality of data analysis and interpretation (Sari & Nugroho, 2022). The test results are shown ¹⁵in the following table.

Table 6. Multicollinearity Test

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	4.934	0.766		6.442	0.000
P	0.348	0.042	0.358	8.195	0.000
KP	0.377	0.048	0.359	7.874	0.000

CCK	0.199	0.037	0.206	5.450	0.000
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Source: Data Processing, 2024

In regression analysis, hypothesis testing is carried out to determine the significant effect of the independent variable on the dependent variable. If the significance value (Sig) <0.05, it can be concluded that the independent variable has a significant influence on the dependent variable. If the Sig value is exactly 0.05, then determine the effect of the independent variable can be done by comparing the calculated T value with the T table.

Based on the results of the T test conducted, the regression equation obtained shows that the variables of mentoring (X1), marketing skills (X2), and personality traits (X3) all have a significant effect on career readiness (Y). The Sig value for the mentoring variable (X1) is 0.000 (<0.05), so it can be concluded that mentoring has a significant influence on career readiness. The same applies to the marketing skills variable (X2), with a Sig value of 0.000, which also shows a significant influence on career readiness. In addition, the personality traits variable (X3) has a Sig value of 0.000, which means that personality traits also have a significant effect on Gen-Z career readiness.

Thus, these three independent variables have a real impact on career readiness, which can be explained through the regression equation developed based on the research data. The multiple regression equation analysis generated in this study shows the relationship between the independent variables (mentorship, marketing skills, and personality traits) on career readiness (dependent variable) in Gen-Z. The resulting regression equation is as follows:

$$Y = 4.934 + 0.348 (X1) + 0.377 (X2) + 0.199 (X3)$$

In the equation, the constant value of 4.934 indicates that if there is no change in the mentoring variable (X1), marketing skills (X2), and personality traits (X3), then Gen-Z career readiness will be at a value of 4.934. The regression coefficient of the mentoring variable (X1) is 0.348, which means that if mentoring increases, career readiness will also increase significantly. This shows that mentoring has a positive impact on Gen-Z career readiness. The more mentoring provided, the greater the opportunity for them to be better prepared to face the challenges of the world of work.

The regression coefficient of the marketing skills variable (X2) is 0.377, which is also positive. This means that improved marketing skills will contribute to better career readiness. Stronger marketing skills will make Gen-Z more competitive and adaptive in the world of

work. The regression coefficient of the personality traits variable (X3) of 0.199 indicates that good personality traits, such as confidence and resilience, also have a positive impact on career readiness. The development of favorable personality traits can help Gen-Z to be more prepared and resilient in facing their future careers.

Overall, this regression equation makes it clear that mentorship, marketing skills, and personality traits all have a positive and significant influence on career readiness in Gen-Z.

Table 7. T-Test

Model	Coefficients			t	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
(Constant)	4.934	0.766		6.442	0.000
P	0.348	0.042	0.358	8.195	0.000
KP	0.377	0.048	0.359	7.874	0.000
CCK	0.199	0.037	0.206	5.450	0.000

Source: Data Processing, 2024

Based on the results of the T-test analysis or hypothesis testing, it can be concluded that all independent variables in this study, namely mentoring (X1), marketing skills (X2), and personality traits (X3), have a significant influence on career readiness (variable Y). The significance value (Sig) for the mentoring variable (X1) is 0.000, which is below the 0.05 threshold. This indicates that mentoring has a significant influence on career readiness. Thus, better mentoring can significantly improve career readiness in Gen-Z.

Furthermore, the marketing skills variable (X2) also has a Sig value of 0.000 (<0.05), which indicates that marketing skills have a significant effect on career readiness. An improvement in marketing skills can significantly increase Gen-Z's career readiness, allowing them to be more competitive and adaptive in the world of work. Finally, the personality traits variable (X3) has the same Sig value of 0.000 (<0.05), indicating a

significant influence on career readiness. Personality traits, such as confidence and resilience, play an important role in preparing Gen-Z to face challenges and opportunities in the world of work.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2167.091	3	722.364	253.374	.000 ^b
	Residual	1128.986	396	2.851		
	Total	3296.077	399			

a. Dependent Variable: KK

b. Predictors: (Constant), CCK, P, KP

Figure 1. F-Test Output (Simultaneous)

Source: Data Processing, 2024

Based on the results of the F test analysis or simultaneous test, the regression model in this study is declared fit or feasible to use if the significance value (Sig) is below 0.05. In this study, the Sig value obtained is 0.000, which means it is below the 0.05 threshold. This shows that the regression model used is suitable and can be used to predict the relationship between the variables studied. With a Sig value of 0.000, it can be concluded that all independent variables in this study, namely mentoring, marketing skills, and personality traits, simultaneously have a significant effect on career readiness (dependent variable). This means that overall, the three factors play an important role in determining Gen-Z career readiness. This significant effect indicates that improvements in the aspects of mentoring, marketing skills, and the development of personality traits can jointly improve individual career readiness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.657	.655	1.688

a. Predictors: (Constant), CCK, P, KP

Figure 2. Coefficient of Determination Output

Source: Data Processing, 2024

Based on the results of the output analysis of the coefficient of determination, the Adjusted R Square value obtained is 0.655. This value indicates that the independent

variables, namely mentoring, marketing skills, and personality traits, together contribute 65.5% to the dependent variable, namely career readiness. That is, 65.5% of the variability of career readiness in Gen-Z can be explained by the three independent variables. Meanwhile, the remaining 34.5% is influenced by other factors that are not explained in this research model. These results show that mentoring, marketing skills, and personality traits have a significant and strong influence on career readiness. This confirms the importance of these three aspects in preparing young people for the increasingly competitive world of work.

CONCLUSION

Based on the results of this study, it can be concluded that mentoring, marketing skills, and personality traits have a significant influence on Gen-Z career readiness. Through multiple regression analysis and classical assumption tests, it is proven that the model used is valid and reliable. The three independent variables partially and simultaneously affect career readiness, where 65.5% of the variability of career readiness can be explained by these factors, while the rest is influenced by other variables. To improve Gen-Z career readiness, educational institutions and the world of work need to strengthen mentoring programs so that apprentices are better prepared to face challenges in the world of work. In addition, educational institutions are advised to introduce more programs related to marketing skills, which are proven to contribute significantly to career readiness. Gen-Z should also be encouraged to develop soft skills, such as confidence and resilience, to face career challenges. Finally, further research is needed to explore other factors that influence career readiness, including work environment and family support. With the implementation of these suggestions, it is hoped that the career readiness of Gen-Z apprentices can be further improved. Based on the results of this study, it can be concluded that mentoring, marketing skills, and personality traits have a significant influence on Gen-Z career readiness. Through multiple regression analysis and classical assumption tests, it is proven that the model used is valid and reliable. The three independent variables partially and simultaneously affect career readiness, where 65.5% of the variability of career readiness can be explained by these factors, while the rest is influenced by other variables.

To improve Gen-Z career readiness, educational institutions and the world of work need to strengthen mentoring programs so that apprentices are better prepared to face challenges in the world of work. In addition, educational institutions are advised to introduce

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Dup. You have typed two **identical words** in a row. You may need to delete one of them.



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Run-on This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.

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PAGE 11

PAGE 12



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PAGE 13



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